

## DEPARTMENT OF DEFENSE PUBLICATION SYSTEM

#### CHANGE TRANSMITTAL

#### OFFICE-OF THE SECRETARY OF DEFENSE

Assistant Secretary of Defense (Manpower, Installations, and Logistics)

CHANGE No.4 DoD 1401. 1-M-1 May 31, 1984

## JOB-GRADING SYSTEM MANUAL FOR NONAPPROPRIATED FUND INSTRUMENTALITIES

The Deputy Assistant Secretary of Defense (Civilian Personnel Policy and Requirements), Office of the Assistant Secretary of Defense (Manpower, Installations, and Logistics), has authorized the following changes to DoD 1401.1-M-1, "Job-Grading System Manual for Nonappropriated Fund Instrumentalities," October 1981 (Change 1 was issued October 29, 1982; Change 2 on January 11, 1984; and Change 3 on May 23, 1984):

#### PAGE CHANGES

Remove: Pages ii, 4-233&4-234, and 4-267.

Insert: Attached replacement pages and new pages 4-267 through 4-302.

Changes appear on pages ii and 4-233 and are indicated by marginal asterisks. The new pages bear the date of this Transmittal.

#### EFFECTIVE DATE AND IMPLEMENTATION

The above changes are effective immediately. Forward two copies of implementing documents to the Deputy Assistant Secretary of Defense (Civilian Personnel Policy and Requirements), Office of the Assistant Secretary of Defense (Manpower, Installations, and Logistics), within 120 days.

O. A. WILLIFORD, Director Correspondence and Directives

Correspondence and Directly

Attachments: 39 pages

	5. Effect of Reduction in Number of Employee vised in the Classification of Supervisor Managerial Positions		
C. D. E.	PATRON SERVICE JOB-GRADING STANDARDS ADMINISTRATIVE SUPPORT JOB-GRADING STANDARDS CRAFTS AND TRADES (NA) JOB-GRADING GUIDES UNIVERSAL ANNUAL JOB-GRADING STANDARDS NONAPPROPRIATED FUND/APPROPRIATED FUND GRADE	$ \begin{array}{rrr} 4 & - & 7 \\ 4-50 \\ 4-200 \\ 4-233 \end{array} $	
- •	LINKAGE CHART	4-302	*

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#### E. <u>UNIVERSAL ANNUAL JOB-GRADING STANDARDS</u>

	TITLE	SERIES	PAGE
	Aero Club Manager Bowling Center Manager Caterer Child Care Center Manager Exchange Manager General Manager	UA-1101 UA-1101 UA-1101 UA-1181 UA-1180	4-234 4-237 4-240 4-242 4-246 4-251
*	Golf Course Superintendent Golf Course Manager Mess or Club Manager Package Store Manager Retail Manager	UA-1601 UA-1101 UA-1101 UA-1101 UA-1182	4-256 4-256 4-267 4-259 4-261

# DOD NAF UNIVERSAL ANNUAL JOB-CLASSIFICATION STANDARD AERO CLUB MANAGER UA- 1101-0

#### DUTIES AND RESPONSIBILITIES:

- -Conducts the club's daily activities in compliance with directives, guidelines, and operating instructions (01s) provided by the Board of Governors (BOG). Ensures compliance with these as well as other directives, policies, and procedures. Develops or recommends and implements, after approval, OIs to effect greater operational efficiency. Provides data to the fund custodian to support short— and long—range plans and to achieve maximum return on investments and equipment use. Prepares or supervises the preparation of reports as well as the preparation and issuance of financial records and individual statements to members. Coordinates daily activities with the President of the BOG, bringing to his attention existing or anticipated problems, and recommends solutions to problems within scope of responsibilities.
- -Attends meetings and reviews minutes of the BOG, safety, standardization, and general membership meetings to coordinate administrative and operational matters and followup on items affecting club operations. Initiates agenda items for official club meetings. Develops studies and plans as directed by the BOG or self-generated in response to membership desires and objectives. Maintains liaison with the FAA and base staff activities, such as safety, operations, and flight control office, regarding aero club operation.
- -Keeps the flight schedule log book on a first-come-first-served basis. Checks and approves flight clearances. Grounds or restricts members' flying privileges for violations pending BOG action. Monitors weather conditions to effect immediate security or storage of aircraft during inclement weather. Maintains bulletin boards, charts, status boards, pilots' information file, and publications essential to club operation and flight planning by members.
- -Ensures that notification procedures are established with the FAA or base operations to notify a responsible aero club **offical** of overdue aircraft or other emergencies. Must be on duty or make sure that a qualified person, designated in writing, is on duty when students or **pilots** with **less** than 200 hours are flying in the local area.
- -Provides administrative guidance to the chief flight instructor to achieve effective operation of the flight and ground training program. Enforces regulatory procedures and contractual provisions pertinent to the training program. Advises flight instructors of changes in administrative procedures affecting their duties. Reviews student assignments to effect equitable assignments commensurate with workload and availability of instructors. Overviews the establishment and maintenance of membership and training folders and records to ensure that required data are recorded properly and that documents are maintained in current status.
- -Works with the Club Maintenance Officer and the Chief Mechanic of the maintenance facility in coordinating and scheduling of preventive and major

# DOD NAF UNIVERSAL ANNUAL JOB-CLASSIFICATION STANDARD MESS OR CLUB MANAGER UA-1101 SERIES DEFINITION

This standard covers positions the duties of which are (1) to manage an individual mess or club, or a complex of messes or clubs, or a primary mess or club with one or more annexes; and (2) to administer, supervise, or perform work involved in providing food service, bar service, recreational activities, and related services to military members, authorized civilians, dependents, and guests.

Positions in this occupation require a variety of mess or club management and administrative skills and abilities in such activities as cost management and financial planning; procurement of merchandise, materials, supplies, equipment, and services; assignments and utilization of personnel; planning, scheduling, and controlling mess or club operations and activities; facility and equipment maintenance and control; special requirement surveys to determine community needs and interests; determining facility and equipment improvements; master operational planning; and maintenance of good management-patron and command relations.

#### **EXCLUSIONS**

- 1. Positions that involve primarily supervising or performing work for which the paramount requirements are trades, crafts, or manual skills and knowledges. The basic guidelines for evaluating trades, crafts, or laboring positions are found in Section IV, "Guidelines for the Determination of Trades, Crafts, or Manual Positions," in the Introduction to Position Classification Standards.
- 2. Positions the duties of which are limited to such clerical functions as maintaining accounts and records, preparing financial statements and reports, processing requests for maintenance or repair, budget administration, related financial management, or other work of a general clerical and administrative nature. Positions of this kind do not require mess or club management and administrative knowledge, skills, and abilities. Such positions are classified in appropriate series in General Administrative, Clerical, and Office Services Group, GS-300, or the Accounting and Budget Group, GS-500.
- 3. Nonappropriated fund manager positions such as Caterer, Golf Club Manager, and Package Store Manager that are classified by reference to this Manual.
- 4. Positions the duties of which involve primarily managing the operation and maintenance of buildings, grounds, and other facilities such as posts, camps, depots, power plants, parks, and forests. Such positions require administrative and management skills and broad technical knowledge of the operating capabilities and maintenance requirements of various kinds of physical plants and equipment. These positions are classified in the Facility Management Series, GS-1640.

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5. Positions the duties of which involve primarily work concerned with furnishing all types of supplies, equipment, material, property, and certain services to messes or clubs or receiving supplies from vendors. These positions require a knowledge of one or more elements or parts of a supply system or supply methods, policies, or procedures. Such positions are classified in appropriate series' in the Supply Group, GS-2000.

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#### OCCUPATIONAL INFORMATION

This standard covers the direct management of a mess or club or a complex of messes or clubs or a primary mess or club with one or more annexes and the facilities housing these mess or club operations. All positions require similar basic knowledge, skills, and abilities such as knowledge of mess or club management methods, practices, and operating techniques related to providing food service, bar service, recreational activities, and related services; knowledge of professional club management and hospitality field requirements sufficient to provide a basis for sound management practices; knowledge of agency and installation level mess or club programs; cost management and financial planning requirements; and the ability to meet successfully with local command military personnel, patrons, civic organizations, public officials, and agency level officials. The knowledge, skills, and abilities are related directly to the work processes that comprise mess or club management operations and increase proportionately as the difficulty and responsibility of positions increase.

The basic work processes involved in the management and administration of a mess or club program are:

- Direct onsite responsibility for the management and administration of a mess or club, or a complex of messes or clubs, or a primary mess or club with one or more annexes.
- Preparation of operating budgets (income and expenses, capital expenditure, and cash flow).
  - Custodian of all records and property in possession of the mess or club.
- Determination of equipment and facility maintenance requirements and accomplishment of required maintenance, replacement, redecoration, expansion, and improvement.
- Planning and scheduling daily service menus, entertainment, special activities and events, and catering service.
- Procurement of required merchandise, goods, and services including proper storage to prevent spoilage and pilferage.
- Responsibility for the receipt, safekeeping, deposit, disbursement, and accountability of all mess or club funds, including daily and monthly financial recordkeeping requirements.
- Maintaining good patron and employee relations and rendering courteous and efficient patron service.
- Supervision of assigned personnel. Establishing work schedules, assigning and distributing work, counseling employees, and conducting employee training.
- Ensuring compliance with fire, safety, sanitation, and security regulations.

Responsibility for the above functions may not require direct supervision or actual performance by the mess or club manager. For example, mess or club managers normally will not supervise directly employees performing food and beverage preparation and service but are responsible for determining the types and quantities of food and beverages to be used for a particular function or for related general operating practices. Similarly, mess or club managers normally are not involved directly in the accounting operations or the actual procurement of goods and services. However they usually are responsible for reviewing all pertinent cost and financial reports and coordinating and monitoring the purchase of goods and services to ensure timely receipt and storage.

The features outlined above reflect the nature and scope of the managerial and administrative responsibilities. At the lower levels, the positions are involved primarily in performing a variety of related administrative tasks in support of specific technical requirements involved in operating and maintaining the assigned mess or club programs. At the higher levels, primary attention is given to policy development, broad management planning, and effective cost management as a means of coordinating work forces and resources for the efficient, economical use of mess or club facilities and equipment.

#### MESS AND CLUB CHARACTERISTICS

Generally, the difficulty of assignments in direct mess or club management can be affected by a number of factors related to fulfilling the basic mission of providing food service, bar service, recreational activities, and related services to its patrons, as well as maintaining a self-sustaining mess or club operation.

The operational unit may consist of a mess or club or a complex of messes or The mess or club clubs or a primary mess or club with one or more annexes. organizational structure within the respective NAF Components can consist of a system in which the individual club managers report to an installation club manager tasked with the centralized responsibility for the procurement of goods and services, providing maintenance support and financial management to each of the subordinate club managers; or can consist of a system in which the individual club managers report directly to an installation commander and are responsible independently for the procurement of goods and services, maintenance and repair, and financial management of an independently operated mess or club entity. As the result of the organizational variations in which these mess or club managers must operate, they are exposed to different managerial, administrative, and cost control responsibilities. Other difficulties can arise because of the need to coordinate actions with a variety of jurisdictions or management systems, policies, and methods that require the application of different operating procedures, controls, and practices.

The type of service a mess or club offers also has a large bearing on the complexity of the management aspects of the position. For example, within a given installation, essential feeding and protocol missions may have a priority over the social and recreational activities and require the services of a large number of employees; conversely, the requirement for predominantly lounger type operations generate higher dollar volume with a relatively smaller number

of employees and require a lesser degree of management planning. The continuing existence of high employee turnover rates that exceed DoD Component or local-installation-established parameters may be significant in that they create additional complexities in the work assignments.

The physical layout, structural design, condition, and age of the mess or club facilities have an impact on management planning activities; create different administrative, maintenance, and cost control problems; and affect the kind of services provided. The age, structural design, or actual layout of the mess or club facilities increase the need for effective financial planning, add to the administrative task of resolving patron complaints, and require the ability to schedule major alterations and repairs so that they impact minimally on planned or scheduled services and recreational activities. The types and frequency of management decisions required that result from those conditions and the knowledges and skills required to accomplish them are significant considerations for evaluating positions covered by this standard.

#### GRADE LEVEL COVERAGE

Inherent in most mess or club management positions is the responsibility for directing the work of others. The responsibility for management or direction of a project, facility, or program requires at all levels, but in varying degrees, the accomplishment of work through others. This responsibility may range from directing the work necessary in the operation of a small mess or club to the management of a program or operation that requires specialized organizations and subordinate mess or club management personnel. Except for mess or club program direction at very high levels, the general scope of such direct or indirect supervisory responsibility is associated directly with the scope of the management responsibility and, as a result, has not been described separately as a distinct factor in the standard. This responsibility has been taken into consideration in the development of factor level descriptions and benchmarks for this series. Grades may not be modified for the presence of such requirements in the work assignments.

#### TITLES

The following titles are authorized for positions involved in the direct, onsite management and administration of messes, clubs, or complexes:

#### MESS MANAGER OR CLUB MANAGER

ASSISTANT MESS MANAGER OR ASSISTANT CLUB MANAGER. When authorized, a full assistant is considered to be second in command in the mess, club. or complex, with full authority to act on all matters for which the mess or club manager is responsible. When classifying position that is considered to be a full assistantship, the mess or club manager is graded first without regard to the assistant. The full assistant position then is graded one level below the final grade of the mess or club manager. The title "Mess Manager" or "Club Manager" implies supervisory responsibilities; therefore, no modification of this title is necessary to identify supervisory mess or club manager positions. The total value of the top mess or club manager positions usually is determined more by nature" and scope of the mess or club operations responsibility than by the specific nature and extent of supervisory duties inherent in the assignment.

However, in some other positions in the occupation, the supervisory responsibilities are of greater weight in the evaluation of the position than are the mess or club operations responsibilities. Such positions shall be evaluated by reference to the "Supervisory Evaluation Guide" and shall be titled "Mess Supervisor" or "Club Supervisor."

#### EVALUATION SYSTEM

This standard uses the Factor Evaluation System of job evaluation to make grade level determinations. Included in this standard are detailed factor level descriptions and benchmark descriptions that provide a means for the specific application, within the mess and club management occupation, of the concepts embodied in the Primary Standard of the Factor Evaluation System.

Factor levels and their point values are provided for all management levels typical of this occupation. Benchmark descriptions also are provided, with the factor levels and point values clearly identified, to portray the application of factor level definitions to specific jobs and to serve as occupational reference points. To ensure correct position classification and uniform grading practices, this standard requires coordinated application of the factor-benchmark criteria contained herein. Each position shall be compared and evaluated factor by factor, using one or more factor-level descriptions or benchmark descriptions. The fact that a benchmark description is not provided at a certain grade level does not prevent placing a position at that grade. When the benchmark descriptions are not adequate, positions are point-rated by use of the Factor Level Descriptions in this standard.

#### GRADE CONVERSION TABLE

Total points on all evaluation factors are converted to UA grades as follows:

GRADE	POINT RANGE	GRADE	POINT RANGE
5	855-1100	10	2105-2350
6	1105-1350	11	2355-2750
7	1355-1600	12	2755-3150
8	1605-1850	13	3155-3600
9	1855-2100	14	3605-4050

#### FACTOR LEVEL DESCRIPTIONS

These factor level descriptions show the application of the Primary Standard to mess or club management positions. They describe the levels within the various factors (and identify the corresponding point values) typically found in mess or club management occupations.

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#### FACTOR 1 - KNOWLEDGE REQUIRED BY THE POSITION

This factor identifies the nature and extent of mess and club management concepts, principles, policies, regulations, procedures, and processes the employee must know to do acceptable work and the nature and extent of skills required to apply the knowledge.

Level 1-3 350 Points

Assignments at this level include observing techniques and assisting higher level mess and club managers in the application of administrative methods and practices of mess and club operations.

It requires knowledge of standardized local mess and club practices and procedures concerning patron entitlements; authorized patrons; routine inspections of the facility; pricing formulae; hours of operation; employee work scheduling; assignments and counseling; management of patron traffic flow into and out of dining rooms and cocktail lounge areas; and other tasks selected to orient the incumbent in the mess and club management program requirements.

This level requires a knowledge of local mess or club reporting practices and procedures to prepare, assemble, coordinate, and process various activity reports on assigned topics.

This level also requires the ability to appraise a limited variety of mess or club information or data and periodically to prepare summaries for use by higher level mess or club management personnel.

Level 1-4 550 Points

Assignments at this level include administrative tasks related to the application of approved methods and techniques to the operation, use, or a'dministration of mess or club facilities or program requirements.

Such assignments require a knowledge of extensive administrative methods and practices involved in the operation of messes or clubs to perform selected work assignments such as inspection of the facility for cleanliness and general upkeep, physical condition of furnishings and equipment, operating conditions of equipment, handling patron complaints, and providing general assistance to higher level mess or club managers.

This level also requires a knowledge of organizational procedures and workflow to counsel and assist employees in matters pertaining to mess or club requirements such as how to close out cashier centers, read cash registers, verify cash, and make appropriate entries on cash accounting records. Other required skills include the ability to perform selected work assignments such as participating in area wage surveys and patron need surveys; developing narrative operational reports; drafting responses to inquiries from patrons on routine matters pertaining to type and variety of social and recreational services provided and recommended facility improvements; performing similar tasks of like complexity designed to provide progressive skills in the methodology and techniques of mess or club management; and performing other related tasks or assignments of mess or club management.

Level 1-5 750 Points

Assignments at this level involve the performance of routine standardized mess and club management functions, and frequently comprise one or more segments of a broader program management assignment.

In addition to knowledge described in Level 1-4:

Requires a knowledge of the basic principles, techniques, and methodology pertaining to the management planning, scheduling, and coordinating the operation of a mess or club and the efficient use and maintenance of facilities and equipment.

Requires experience, training, independent study, or experience in such major areas as food service management, bar and beverage management, motel management, contract management, or general administration. Skill in applying and adapting this knowledge in a closely controlled and monitored work environment designed to equip the employee for higher levels of performance and responsibility within the occupation also is necessary.

This level also requires the ability to perform such tasks as periodic studies or reviews of competitive private sector establishments concerning hours of operation, content of menus, pricing procedures, types of service provided, and a variety of related activities to determine the adequacy of such practices in mess or club operations and develop recommendations for improvement or corrective actions.

Level 1-6 950 Points

Assignments at this level involve responsibility for the mess or club programs or projects assigned and the planning, organizing, and administration of mess or club program requirements.

In addition to knowledge described in Level 1-5:

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Requires acknowledge of agency management procedures and general business principles and practices related to the management and control of a continuing mess or club program. Assignments at this level are characterized by direct responsibility for planning, implementing, and controlling all activities and services of a small-to-medium-size mess or club or other organizational element such as an amex of a main mess or club catering to patrons assigned to a satellite installation or one located on an installation where the programs and services offered are limited. At this level the volume of business, programs, and services offered range from limited hours of operation to limited food and beverage service to regular operating hours and speciality-type services (such as carryout, pizza, or larger speciality menus) and cater-Typically, messes or clubs at this level are similar to private sector establishments such as a lunch-time only delicatessen operation featuring hot and cold sandwiches, malt, wine, and soft drinks, and cafeteria-type service; pizza and submarine sandwiches, salad bar, all types of beverages, and limited table service; American Legion- and Veterans of Foreign Wars-type clubs that provide short order food items, limited table service, all types of beverages, bingo nights, weekend live music and dancing, billard parlor, pinball game room, and accommodate private parties and groups.

Requires a knowledge of funding procedures and requirements and the ability to analyze proposed expenditures for management, salaries and wages, maintenance, and supplies and equipment procurement or replacement; to determine the feasibility of such proposed expenditures within the framework of established financial constraints; and to develop recommendations concerning the obligation of such funds for use by budget specialists.

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This level also requires skill in conducting regular and periodic evaluation of mess or club operations including administrative planning, fiscal management, and reporting; supplies and equipment controls; and other major activity areas. This includes knowledge and experience in the preparation of short-range planning documents containing requests and justification for funds, personnel, or supplies and equipment to accomplish major mess and club activities.

Level 1-7 1250 Points

Assignments at this level involve planning, cost managing, scheduling, and coordinating mess or club program requirements with the various mess or club department heads or supervisors, **local** authorities, regulatory agencies, and others, and the development of administrative procedures related to the maintenance, use, and management of mess or club programs, projects, and facilities.

In addition to knowledge described in Level 1-6:

Requires a comprehensive knowledge of a wide range of federal and DoD Component mess or club policies, requirements, and procedures to perform broad management planning, budgeting, and coordinating of work forces and resources for the effective implementation of mess and club program requirements and negotiating with DoD Component-level and local authorities, patrons, and other interested parties on broad programs and problems related to the accomplishment of mess or club social and recreational services and to the operation and use of mess or club facilities and assets.

Requires a knowledge of appropriate laws and regulations governing the types and varieties of social and recreational services and the related use and operation of mess or club facilities to develop overall policies, plans, or procedures for mess or club administration; coordinate the mess or club management programs with DoD Components, local authorities, and other federal agencies, to ensure the highest level of operational effectiveness; and recommend changes or amendments that will improve mess or club administrative policies, practices, and methodology.

#### FACTOR 2 - SUPERVISORY CONTROLS

This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the extent of review of completed work. Controls are exercised by the supervisor in the way assignments, instructions, priorities, deadlines, and objectives are provided and defined. Responsibility of the employee depends upon the extent to which the employee is expected to plan, schedule, and coordinate various aspects of the work; to modify or recommend modification of instructions; and to participate in establishing priorities and defining objectives. The degree of review of completed work depends upon the nature and extent of the assignment.

Mess and club management positions have varying degrees of responsibility for independently planning, designing, and carrying out specialized mess or club programs that are complicated not only by size but by other environmental or human factors and by the variety and type of activities and services. The degree of supervisory controls is related directly to the patron participation in the programs offered and the fiscal and operational controls of those programs.

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Level 2-1 25 Points

The supervisor assigns routine bar service, food service, and special event activities to the employee, providing clear, detailed, and specific instructions. A significant portion of the employee's time at this level is spent working with, observing, and receiving guidance from the supervisor or higher level staff employee. This is designed to familiarize the employee with basic mess or club policies and procedures and the day-to-day operations of food and beverage departments at a mess or club.

The employee completes these assignments in close coordination with the supervisor. The employee works as instructed and consults with the supervisor as needed and on all matters not specifically covered by operating instructions and guidelines.

The employee's progress is checked and accomplishments are reviewed for conformance with the initial specific instructions, as well as for the accuracy and adequacy of developed supporting statistical data and reports.

Level 2-2 125 Points

The supervisor assigns the operation of a mess or club facility to the employee, with general instructions on the methods and practices to use and the financial goals to be achieved for the established food, beverage, and entertainment programs.

The employee independently is responsible for the operation of the mess or club without specific instruction, such as planning daily menus, developing current food costs and suggesting sales prices, operating within budgeting goals established by higher authority, conducting membership surveys, and suggesting mess or club improvements. The employee obtains guidance from the supervisor on unusual problems or unfamiliar situations that arise when new or revised food, beverage, or entertainment programs are adopted. The supervisor reviews the mess or club operations in terms of compliance with instructions and pertinent mess or club policies and procedures.

Review of the employee's work increases if the employee previously has not been responsible for the operation of new social or recreational program.

Level 2-3 275 Points

The supervisor assigns work, such as the responsibility for planning and supervising the operations of the mess or club, including, at a minimum, the food preparation, dining room, bar and cocktail lounge, special party catering, and the maintenance of adequate food and beverage stock. For mess or club operations that do not have clear precedents, the supervisor provides an explanation of policies and procedures to be followed, or the supervisor provides direction through a comprehensive discussion of the operations to be performed.

The employee normally operates the mess or club with considerable independence. The employee is responsible for planning and carrying out the established food, bar, recreational activities, and related **services** and for exercising judgment

in the selection of business practices and techniques to be followed within established procedures and in line with established precedents. The employee recognizes technical problems such as mistakes in documenting and recording funds generated from all sources, and confers with the supervisor, central accounting specialist, or other technical personnel to resolve them, after searching out internal controls to develop a recommended solution.

The mess or club overall operations are reviewed by the supervisor to ensure application of good business judgment, compliance with mess or club procedures and adequacy of the financial status of the operation managed. In some cases the employee has limited signatory authority for the procurement of goods, services, and equipment.

Level 2-4 450 Points

The supervisor assigns the more complex actions necessary to operate a mess or club to the employee, such as serving as purchasing agent for all goods and services; determining and initiating required actions to add, delete, or modify services and recreational programs; developing plans to expand mess or club facilities such as gamerooms, storerooms, administrative offices, ballrooms, dining rooms, and supply areas. The supervisor discusses and determines in consultation with the employee the strategies to be used, as well as priorities and deadlines to achieve desired objectives.

The employee keeps the supervisor informed of progress, potentially controversial conflicts or issues that arise, or matters that affect policy or have other far-reaching implications.

Work is reviewed from the overall standpoint of providing a viable approach for meeting program needs and established objectives. As the dollar thresholds increase for upgrading facilities and equipment or adding new services and social programs, requirements for formal reviews by higher authority or boards of experts generally are prescribed by DoD Component regulatory documents. Such reviews are to ensure compliance with all legal and regulatory requirements as well as for appropriateness and effectiveness of proposed changes to the existing mess or club operations.

Level 2-5 650 Points

The supervisor provides administrative directions with assignments in terms of broadly defined missions or functions. The employee independently carries out the assigned work including negotiating the scope and objectives of long-range acquisition plans and program changes with the requirements stemming from mission goals or with higher authority or boards of experts. Review focuses on comparability with overall management objectives, fulfillment of mess and club program objectives, and contribution to the success of the mission on both a short- and long-term basis.

The employee at this level often is the most authoritative professional in the hospitality field within the command. The employee's accomplishments and recommendations for major renovations, acquisition of new facilities and equipment, and new approaches in the key areas of procurement, financial management, organization, and staffing generally are considered technically authoritative and normally accepted without significant change.

#### FACTOR 3 - GUIDELINES

This factor covers the nature of guidelines and the judgment needed to apply these guidelines. Mess or club management functions and responsibilities vary in the specificity, applicability, and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed upon mess or club management positions also vary. For example, the existence of specific utilization instructions, management procedures, and agency policies may limit the opportunity of the employee to make or recommend decisions or actions. However, in the absence of such procedures or policies, or under broadly stated objectives, the employee may use considerable judgment in researching new mess or club concepts and developing unique management techniques and approaches consistent with the realities of a local, regional, or headquarters mess or club environment and the desires and needs of the community served.

Guidelines may not be confused with the knowledge described under Factor 1.

Level 3-1 25 Points

Guidelines such as extensive procedural manuals, established practices and procedures, and oral and written instructions for performing the various basic food, bar, and servicing functions are readily available. The work is performed in strict adherence to the guidelines. All deviations shall be authorized by the supervisor.

Level 3-2 125 Points

Numerous procedural guidelines similar to those provided at the 3-1 level are used at this level. In providing food service, bar service, recreational and selected services, the employee uses judgment in selecting guidelines, techniques, and approaches best suited to meet the varied needs of the patron community served. For example, the employee may be required to determine the merits of a decision to add a carryout service in the food department. In such a situation specific guidelines are available but the employee must use judgment in determining the organization, size, and scope of the carryout service. The employee must consider the following factors:

- Is the community served (authorized patronage) large enough to support the added speciality area?
- Can the added speciality area be supported adequately with the current workforce?
  - Can the offered items be priced competitively and totally self-sufficient?
- Will special equipment or packaging supplies be needed to support this service?

On the other hand, the decision to expand this carryout service to patrons from other messes or clubs on the installation or in the local area constitutes a significant deviation from established guidelines and shall be referred to the supervisor or higher authority for final evaluation and decision.

At this level, advice, assistance, and prior approval of the supervisor or higher authority is required for major deviations from established guidelines or for significant departures from established procedures and practices.

Level 3-3 275 Points

Guidelines relating to planning, organizing, and directing the activities of a mess or club consist largely of DoD Component-wide administrative procedural manuals, policies, and regulations and certain traditional business practices. Because of a combination of factors, such as operational limitations resulting from the condition, size, or age of the physical facility; requirements levied by the installation commander; type and level of administrative support provided by central accounting, maintenance, and procurement offices, the available guidelines and regulations lack sufficient detail to cover adequately the unique characteristics of any given mess or club in any given geographic area.

Therefore, the employee at this level interprets and adapts the guidelines, makes compromises, and develops and implements standard internal operating procedures to control accounting and financial functions, warehousing and procurement activities, consumable inventories, cash receipts and disbursements, and the like, to meet the particular needs of the mess or club.

Level 3-4 450 Points

Guidelines that consist largely of DoD Component-wide policies, regulations, and certain traditional business practices are of limited use. At this level, the employee is concerned with mess or club program planning and management advice involving unique situations and conditions that affect the overall service and recreational programs available to the patron community. Typically, situations that usually are not covered completely by guidelines are (1) a military installation in which the size and mix of the eligible patron community is changing constantly; (2) a mess or club activity located on a military installation housing several commanders, with variations among the stated requirements of the several commanders; (3) the employee is responsible for the administration, financial, and operational management of a primary mess or club with one or more annexes; (4) regular requirements to plan special activities and events requiring formal protocol to general officers, other dignitaries, and their guests.

The employee uses initiative and resourcefulness in deviating from traditional practices to meet the requirements  $\mathbf{to}$  serve the patron community and satisfy installation commander objectives consistent with DoD Component policies and procedures.

Level 3-5 650 Points

This level is characteristized by the availability of federal, state, and municipal policies, regulations, laws, ordinances, and legislative proposals concerning such factors as the purchase, design, development, construction, and effective use of DoD Component-wide mess or club resources.

The employee shall exercise considerable judgment and ingenuity in interpreting and adapting available policies or regulations and in developing new, unique, or improved management criteria or methodology when existing guidelines are lacking in content and applicability. Guidelines are nonspecific and stated in terms of broad policies and goals that necessitates extensive interpretation to define the extent and intent of coverage. The employee is a recognized technical authority on the interpretation of guidelines, policies, and regulations covering overall mess and club managerial and administrative operations.

#### FACTOR 4 - COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods involved in the management, operation, and use of mess or club assets and resources; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work. At the low end of the scale, the work involves a number of related tasks in support of specific management or technical operations required in the implementation of mess or club programs or the operation and maintenance of physical mess or club assets. At the high end of the scale, the work involves broad management planning and budgeting as a means of coordinating work forces and other resources, and consulting or negotiating with other managers, patrons, and installation representatives on broad programs or problems concerning the development, operation, maintenance, and use of mess or club assets.

The difficulty and originality involved in performing assigned work and the decisions regarding what needs to be done are affected by:

- The extent to which there is **competition** for business from outside commercial establishments.
- The range in membership in terms of tastes and preferences for food, beverages, entertainment, social, and other club activities; the extent to which the size and mix of membership  $\square$  ay change over time.

The size and mix of the subordinate work force (part-time and full-time).

- The frequency of special events.

\* 1.5

- The condition of the facilities involved and the degree to which maintenance or other physical conditions are a continuing or regular problem.

The work performed by the employee, regardless of the grade level assigned to the position, requires in varying degrees the assumption and accomplishment of the following basic duties and responsibilities:

- Serving as advisor on club operations to the installation commander or other supervisory-level management official.
- Being answerable to the installation commander or other supervisory management official for overall management and operation of the mess or club and the performance of subordinate employees.
- Establishing planning and operating guidelines, goals, and objectives of the mess or club with respect to:

O Basic food and beverage operations and associated activities such as menu planning, dining room service, and patron traffic flow.

- o Entertainment and other social and recreational programs.
- o Administrative management and support matters such as storage and inventory, procurement of goods and services, budget preparation, financial management, personnel management, facility improvement.
  - Monitoring club operations and evaluating results.
  - Identifying club operational problems and program improvements needed.
- Carrying out supervisory duties such as approving selection of employees, evaluating performance, initiating personnel actions, taking or approving disciplinary actions.
- Ensuring that proper military protocol and decorum are practiced in the various activities of the mess or club.

Level 4-1 25 Points

At this level, the work consists of a limited variety of well-defined and directly related administrative tasks. For example, the selection of menu items that are additional to local policy but based on a documented patron survey, or adjusting social and recreational programs and the employees work schedules to accommodate a sudden troop deployment that would affect adversely the income generated by the mess or club; or the preparation, assembly, and distribution of preliminary summaries pertaining to assigned topics of a technical or administrative nature are typical of mess or club management functions performed at this level.

The work is performed, as indicated by the supervisor or as defined in local guidelines or previously encountered instructions, with little or no choice in deciding what needs to be done.

The work consists of the application of specific criteria related to such factors as normal operating hours, number and kinds of employees required to support mess or club management activities, or the identification of factors that are readily discernible in DoD Component releases concerning mess or club activities.

Level 4-2 75 Points

At this level, the work usually consists of selected assignments that involve a number of related sequential steps, methods, and practices designed to orient the incumbent in the practical application of mess or club management principles and techniques. For example, the work may involve the preparation of staffing plans and identifying tasks to be performed by employees assigned to the various departments of the mess or club organization and other parameters of interest, or searching technical reports, evaluating information, and drafting reports or replies to inquiries that can be used by senior staff members as the basis for recommendations or interpretations.

The work involves the consideration and selection of various methods or techniques that usually are defined in policies and instructions and are apparent, applicable, and readily verified to accomplish such functions as making arrangements with patrons to host a social affair, adjusting the operating schedule to take into account such last minute problems as "no-show employees," processing routine patron complaints, processing requests for repair and maintenante of equipment, or the need to issue revised directives based on operational changes issued by higher authority.

Variations in the work usually stem from differences in such factors as the size and mix of the authorized mess or club membership, the condition of facilities and equipment, or in the nature of inquiries received that require the identification and analysis of the interrelationships of a few such impacting factors. The size, nature, and scope of the mess or club programs involved at this level are such that special activities, problems, and decisions that occasionally arise are handled with relative ease and without adversely affecting activities.

Level 4-3 150 Points

The work at this level consists of assignments involving the relatively independent performance of numerous standard mess or club management functions requiring different methods or techniques. Assigned tasks are conventional with clearly identified objectives. For example, serving as a member of periodic or special mess or club survey or audit teams to determine mess or club requirements; responding to patron needs and desires; inspecting mess or club facilities and equipment as a basis for developing recommendations for maintenance or improvement projects; establishing the validity of payment claims and current procurement and accounting practices; and performing other activities related to the use, operation, and management of mess or club activities and assets are typical of the duties performed at this level.

Generally, the work performed at this level is prescribed in established schedules, procedures, or plans. However, issues concerning compliance or conformity with established mess or club operating parameters or criteria often may require such methods as reviewing past operational programs; examining management records, forms, or practices; interviewing personnel or patrons; or performing physical inspections of the facilities to identify deficiencies, assess damages, and determine the appropriate corrective measures required.

The work involves conditions and factors that must be identified and considered during completion of assigned tasks. For example, the type, size, and location of the mess or club often may affect problem-solving methods or techniques. In addition, some assignments may require evaluation of plans, working conditions, general physical condition of the facilities in relation to the programs offered, or the identification of organizational overexpenditures, duplications, or improper recordkeeping to develop recommendations for management action.

Level 4-4 225 Points

The work at this level consists of continuing assignments involving direct responsibility for the management control of one or more messes or clubs on an installation. The work typically involves the application of the full range of methods and processes related to the selection of various planning approaches

and solutions such as whether to develop a program to attract specific employee skills or whether to eliminate the activity so that specific skills are not needed. More specifically, such decisions must be based on a thorough assessment of unusual situations and the accumulation and evaluation of important but sometimes conflicting data upon which to arrive at the most effective and efficient solution. Such operations vary among programs and projects depending upon the. organization of the mess or club and the patron community served and often require additional review to resolve conflicting functions or erroneous data.

The work usually requires the assessment of such critical elements as employee turnover rates, current and projected operating costs, utility conservation efforts, and structural or physical condition of mess or club facilities and assets to formulate recommendations or directives governing mess or club operations and maintain control of allotment obligations and expenditures to ensure mess or club fund limitations are observed. The work also requires analysis of problem areas or deficiencies, determining the feasibility of program changes and improvements or repairs to equipment within the framework of cost and projected targets, and the development of recommendations and justification concerning funds, personnel, supplies, equipment, and materials to support and accomplish all mess or club activities.

Level 4-5 325 Points

The work at this level consists of assignments involving management .planning, cost control, and coordination of work forces and resources; negotiating with management and patrons on complex program matters and problems; and providing expert advisory services to management, technical and supervisory personnel within the DoD Component, in other government agencies, and in the hospitality industry, regarding mess or club management programs and the operation and the use of mess or club assets.

The work requires the selection and use of many different and unrelated techniques and methods in the formulation, presentation or enactment, or execution of requests or recommendations to cover substantive social and recreational programs with widely varying needs, goals, objectives, work processes, and time tables. The employee makes recommendations concerning changes in funding and budget plans that require corresponding changes in substantive programs (such as the type and level of services or benefits provided to the patron community served).

Recommendations concerning the acquisition, use, or availability of funds for social and recreational program requirements are based upon detailed analysis and consideration of program requirements in relation to budgetary and operational requirements, policies, methods, and sources and types of funding. The work also requires identifying, quantifying, and evaluating the mutual effects and interrelationships between social and recreational program goals and accomplishments and the execution of such work within the framework of existing facilities and equipment and budgetary resources.

#### FACTOR 5 - SCOPE AND EFFECT

This factor covers the relationship between the nature of the work in terms of the purpose, breadth, and depth of mess or club assignments, and the effect

of work products or services both within and outside the organization. At the lower end of the scale, the purpose is to perform specific routine administrative functions that have little impact beyond the individual mess or club. At the high end of the scale, the purpose is to develop mess or club program policies that are essential to DoD Component-wide mess or club programs and affect large numbers of patrons serviced and personnel employed by the DoD Component or other DoD Component instrumentalities on a continuing basis.

Only the effect of properly performed work shall be considered. No credit is given for the possible consequences of employee error.

Level 5-1 25 Points

The purpose of the assignment is to accomplish specific processing and disposition of a limited variety of activity reports, or to provide routine social and recreational services to the patron community served. Work assignments frequently are for training purposes and designed to acquaint the employee with the technical methods and practices of mess or club management.

The work product or service is required to ease the work of senior staff members or the timely provision of limited services to patrons; however, it has little impact beyond the immediate organizational unit.

Level 5-2 75 Points

The purpose of the work primarily is to provide assistance to senior staff members by performing selected work assignments in accordance with basic procedures and instructions. The work, which might involve physical inspections, processing complaints, appraising local submissions, reviewing vouchers or certifications, and other similar tasks, usually composes a segment of an assignment or project of broader scope.

The work product or service affects the adequacy, responsiveness, and accuracy of projects and programs administered by senior staff members.

Level 5-3 150 Points

The purpose of the work is to plan, schedule, coordinate, or monitor the operational management and efficient use of mess or club projects and programs, facilities, and resources; to analyze problem areas; and to recommend or implement corrective measures within the framework of mess or club program requirements. The work which involves treating a variety of patron-related problems, formulating directives, and evaluating the adequacy of services provided affects the efficiency of mess or club program operations and the relationship that exists between the mess or club personnel and authorized patrons.

Level 5-4 225 Points

The purpose of the work is to provide expertise as a specialist in mess or club management techniques and methodology by furnishing advisory services to subordinate and other organizations on specific problems, projects, programs, and functions. The work involves the development of management plans and criteria related to the application of DoD Component-wide mess or club policies.

2000

Work products affect major segments and activity areas of the DoD Component mess or club policies and programs.

Level 5-5 325 Points

The purpose of the work is to develop mess or club management program policies, resolve critical problems or issues related to policy application or conflict, and coordinate major program functions within the DoD Component and among other DoD Components or federal agencies.

The work affects the development of DoD Component-wide mess or club policies, the work of other mess or club advisors or program managers, and the well being of a substantial number of people.

#### FACTOR 6 - PERSONAL CONTACTS

This factor includes face-to-face contacts, telephone, or other dialogue with persons not in the supervisory chain. Levels described under this factor are based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the setting in which the contact takes place.

The nature of the contacts ranges from those with other mess or club personnel in the immediate work unit to contacts with officials from other federal agencies, and with representatives from public and private agencies and organizations.

Points shall be credited under this factor only for contacts that are essential for successful performance of the work and that have a demonstrable impact on the difficulty and responsibility of the work performed.

The relationships between Factors 6 and 7 presume that the same contacts will be evaluated for both factors. Therefore, the personal contacts that serve as the basis for the level selected for Factor 7 shall serve as the basis for selecting a level for Factor 6.

Level 6-1 10 Points

Personal contacts are with other mess or club personnel, senior staff members, and specialists or technicians within the immediate office or related support units within the organization.

<u>Level 6-2</u> <u>25 Points</u>

In addition to the office contacts described at Level 6-I, personal contacts include applicants for employment and club membership; mess or club patrons, or their dependents; mess or club personnel from various headquarters, regional, or field levels of DoD Component or local mess or club authority; and visitors from other operating offices at the installation. The contacts usually are established on a routine basis at the employee's workplace.

Level 6-3 60 Points

In addition to the DoD Component contacts described at Level 6-2, personal contacts include a variety of management officials and representatives of public, private, and law enforcement agencies; mess or club committees; un on representatives; patron and public action groups; contractor and vendor representatives; and officials of professional business organizations. On occasion, contacts are made with local groups and representatives of civic, welfare, or recreational organizations. The assignments or objectives dictate the frequency of personal contacts. They are held at the employee's workplace, or at the workplaces, meeting halls, conference facilities, or other locations available to the persons contacted.

Level 6-4 110 Points

Personal contacts are with high ranking officials from outside the Department of Defense, including members of Congress, nationally recognized recreation and hospitality officials, state governors, city mayors, and presidents of large national firms. In addition, the employee may participate as a technical expert in committees and seminars of national importance. These contacts usually are in highly unstructured settings, conducted under a variety of different ground rules, and may be established during routine and unscheduled problem-related visits, or at special investigative hearings, task group discussions> or other proceedings initiated by the persons contacted.

#### FACTOR 7 - PURPOSEOF CONTACTS

Purpose of personal contacts ranges from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives. The personal contacts that serve as the basis for the level selected for this factor must be the same as the contacts that are the basis for the level selected for Factor 6.

Level 7-1 20 Points

Contacts are for the purpose of gathering or exchanging information or facts.

Level 7-2 50 Points

In addition to exchanging information, the purpose is to plan or coordinate management functions with other DoD Component mess or club personnel; serve as the principal point of contact and discuss matters related to the type, variety, and frequency of social and recreational services, technical requirements, or other areas of interest with local mess or club representatives; resolve or eliminate problems; reach general agreement on techniques; and clarify established goals, objectives, and responsibilities. The persons contacted usually are interested in seeking improvements and economies in the management and use of mess or club facilities.

Level 7-3 120 Points

The purpose is to influence or persuade DoD Component or local mess and club higher levels of authority and local special interest committees or groups to accept



proposed new or revised plans, programs, schedules, technical or policy requirements', and methods that have elements of conflict; to negotiate or mediate agreement among conflicting parties; or to justify the feasibility or validity of proposals concerning mess or club social and recreational activities and services, facilities, or resources to DoD Component officials or committees that are composed of mess or club specialists and others authorized to grant approvals. The persons or groups contacted may be skeptical or uncooperative, and such contacts require skill in approach or methodology to obtain the desired objective or effect.

Level 7-4 220 Points

The purpose is to justify, defend, negotiate, or settle significant or highly controversial matters pertaining to mess or club policies or programs. The work often involves presenting agency goals and objectives at professional conferences or committees convened to plan long-range mess or club programs and develop standards and guides for broad activities. The work involves meeting with other experts having a variety of viewpoints or objectives on issues of considerable consequence or importance; presenting DoD Component's rationale or position on specific problems; and participating in the problem-solving process by negotiation, compromise, or developing suitable alternatives.

#### FACTOR 8 - PHYSICAL DEMANDS

This factor covers the requirements and physical demands placed on mess or club managers, specialists, and assistants by the work assignments. This includes physical characteristics and abilities and the physical exertion involved in the work (such as walking, standing, bending, climbing, or kneeling). To some extent the frequency or intensity of physical exertion also must be considered, for example, a job requiring frequent and prolonged standing involves more physical exertion than a job requiring intermittent standing.

Level 8-1 5 Points

The work principally is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking, standing, bending, carrying light books, or driving an automobile. No special physical demands are required.

Level 8-2 20 Points

The work requires some physical exertion involved in frequent onsite visits to mess or club locations to conduct inspections of facilities, buildings, or operations. The work involves long periods of standing, sometimes walking over uneven surfaces, climbing stairs, bending, reaching, or similar activities.

#### FACTOR 9 - WORK ENVIRONMENT

This factor covers the risks, discomforts, or unpleasantness that may be imposed upon employees by various physical surroundings, environmental conditions, or job situations including the use or wearing of safety equipment or devices associated with such conditions.

Level 9-1 5 Points

The work involves normal risks or discomforts associated with an office environment. The work area usually is adequately lighted, heated, and ventilated. There may be occasional exposure to dusty or dirty conditions while visiting messes or clubs, or facilities undergoing repair, maintenance, or renovation.

Level 9-2 20 Points

The work involves frequent exposure to moderate discomforts, risks, or unpleasantness such as high level noises and vibrations, dust and grease, irritant fluids or fumes, moving parts of machines, and external weather conditions. The work may require the use of protective garments or devices such as hats, masks, boots, goggles, or shields when visiting construction sites.

#### DOD NAF BENCHMARK DESCRIPTIONS

Series UA-1101 BMK# 1

<u>Grade</u> 7

#### MESS OR CLUB MANAGER, UA-7

This position is located in the mess or club office at a military installation. The incumbent is responsible for the onsite management of a variety of established mess or club social and recreational services and programs and usually works under the guidance of a higher level management official. The work normally involves the performance of routine and standard mess or club management functions that usually are a complete segment of a broader overall mess or club operation.

#### DUTIES

#### The incumbent:

- Is responsible for the operation and control of the assigned mess or club activities in accordance with established policies, procedures, and guidelines. Work assignments normally are accomplished under the guidance of a higher level management official. Designated social and recreational problems generally include but are not limited to providing food and bar service, catering service, entertainment for special holidays or celebrations, bingo games, and other similar activities.
- Recommends changes to local policies, guidelines, and standard operating procedures to achieve designated objectives and improve operational effectiveness.
- Assigns personnel to specific duties and reassigns workers consistent with workload and program requirements.
- Conducts special studies or reviews as assigned. For example, collects and assembles statistical data regarding past and current operations and maintenance expenditures. Reviews data and prepares short range estimates of projected costs for use by other installation personnel in the preparation of financial reports or budgetary requests.
- Participates in resolving a variety of mess or club administrative and operational problems by assembling facts, evaluating information, and drafting reports and answers to correspondence that can be used as the basis for recommendations, interpretation, and decisions by higher level management officials.

#### FACTOR 1 - KNOWLEDGE REQUIRED BY THE POSITION - LEVEL 1-5 750 Points

Knowledge of the fundamental principles, methodology, and techniques involved in the operational management of assigned mess or club programs and efficient utilization of existing facilities and equipment.

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Knowledge of and skill in performing regular or periodic reviews or inspections of local authorized mess or club practices concerning a variety of assigned social and recreational activities. Ability to evaluate the adequacy of assigned local mess or club social and recreational activities and practices, and prepare reports and recommendations concerning the improvement or correction of deficient mess or club activities.

#### FACTOR 2 - SUPERVISORY CONTROLS - LEVEL 2-3

275 Points

The supervisor makes assignments by defining established social and recreational program requirements, work priorities and deadlines, and assisting the incumbent with situations not covered by established precedents or guides.

The incumbent exercises resourcefulness and initiative in the management of the assigned mess or club social and recreational activities in accordance with established mess or club policies, instructions, directives, or prior training.

Technical and administrative reports, inspection findings, and other work products shall be reviewed for technical adequacy and compliance with local policies and regulatory requirements.

#### FACTOR 3 - GUIDELINES - LEVEL 3-2

125 Points

The incumbent is **provided** with a number of regional and area office instructions, procedures, and mess or club operational standards that usually are applicable to the assigned work. Specific guidelines, operational requirements, inspection instructions, and related supporting materials also are available for reference use.

The incumbent shall select and interpret the appropriate management guide for the assigned tasks. Established procedures shall be applied. However, the incumbent may select from among alternative methods or approaches within the framework of the established guidelines. Unusual problems shall be referred to the supervisor for resolution.

#### FACTOR 4 - COMPLEXITY - LEVEL 4-3

150 Points

The work involves the performance of a variety of standard mess or club management functions related to the administration, control, and evaluation of established social and recreational services available to the patron community that usually are a complete segment of a broader overall mess or club complex.

The work involves a number of routine factors or conditions, usually related to the size, mix, and desires of the patron community; the age, cost, and maintainability of the mess or club facility; and equipment that must be considered to determine the nature or extent of recommendations or corrective actions required.

Decisions regarding what needs to be done usually depend upon the evaluation of information, data, or facts developed during inspections, surveys, or interviews, to determine the extent of required management action. However, the incumbent is not expected to resolve unusually complex problems or conditions.

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#### FACTOR 5 - SCOPE AND EFFECT - LEVEL 5-2

75 Points

The work involves the execution of assigned social and recreational programs in accordance with specific mess or club management procedures and instructions. The work typically composes a complete segment of a broader overall mess or club operation.

The work affects the adequacy and efficiency of social and recreational programs administered under the guidance of a higher level management official.

#### FACTOR 6 - PERSONAL CONTACTS - LEVEL 6-2

25 Points

Personal contacts include subordinate employees, patrons, maintenance personnel and other mess or club management personnel from various levels within the DoD Component and installation, and visitors from other operating offices at the installation. These contacts are usually established on a scheduled or routine basis at the employee's workplace.

#### FACTOR 7 - PURPOSE OF CONTACTS - LEVEL 7-1

20 Points

The purpose is to obtain, clarify, or exchange information related to DoD Component's local mess or club operational requirements and practices and other general, technical, and administrative facts or data.

#### FACTOR 8 - PHYSICAL DEMANDS - LEVEL 8-1

5 Points

The work principally is sedentary. Some walking, standing, carrying books or files or driving a vehicle to and from mess or club sites may be required. However, no special physical demands are involved.

#### FACTOR 9 - WORK ENVIRONMENT - LEVEL 9-1

5 Points

The work involves normal discomforts associated with an office environment. There may be occasional exposure to noisy, dusty, or dirty conditions during onsite visits. The work area usually is adequately lighted, heated, and ventilated.

TOTAL POINTS 1430

#### DOD NAF BENCHMARK DESCRIPTIONS

Series UA-1101

BMK# 1

Grade 9

#### MESS OR CLUB MANAGER, UA-9

This position is located in the mess or club office at a military installation. The incumbent is responsible for the onsite management of a variety of mess or club social and recreational services or programs and is the principal point of contact concerning the operational management of the established programs and the utilization of related facilities and other resources.

#### DUTIES

The incumbent:

- Formulates local instructions and directives within the framework of local and DoD Component policies concerning established social and recreational services or programs, subordinate responsibilities, reporting procedures, maintenance, modernization, or other related operational requirements.
- Conducts management reviews of onsite programs and activities; identifies problems or deficiencies related to the administration of established social and recreational services and recommends or implements appropriate corrective measures; and determines the extent of changes and improvements within the framework of current or proposed budget limitations and recommends or implements required activities to meet the desires and needs of the patron community served.
- Reviews current expenditures for mess or club operations and maintenance activities; estimates projected costs; and develops the onsite mess or club portion of the installation's overall financial plan.
- Coordinates assigned activities with higher level management officials in ensuring that local onsite mess or club programs comply with DoD Component regulations and requirements. Develops and submits to higher level management officials recommendations to improve or modify service to the military customer and proposals or planning documents containing requests and justification for funds, personnel, and equipment required to accomplish the assigned mess or club mission.
- Represents the installation mess or club at various conferences, civil hearings, or negotiations with other federal, state, or municipal organizations concerning present or future mess or club operational proposals and problems.

#### FACTOR 1 - KNOWLEDGE REQUIRED BY THE POSITION - LEVEL 1-6 950 Points

Knowledge of DoD Component mess and club management procedures and general business practices related to the operational management of social and recreational programs and the effective utilization of mess and club facilities and equipment.

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Skills in developing directives, instructions, and procedures concerning the administration of social and recreational activities and utilization of the mess and club resources; conducting surveys and audits to identify program deficiencies; determining the impact of changes to the services provided the patron community and repairs to the facilities and equipment, or other corrective measures; and coordinating the scheduling or implementing the work with other organizational activities.

Knowledge of DoD Component cost and funding control procedures and skill in the maintenance and control of expenditures to ensure limitations are observed. Knowledge of social and recreational program planning requirements and skill in developing recommendations and justifications for major modifications to the mess or club activities.

#### FACTOR 2 - SUPERVISORY CONTROLS - LEVEL 2-3

275 Points

The supervisor or higher level staff official makes assignments by defining organizational responsibilities and social and recreational program and management objectives. The supervisor provides advice, assistance, and support in unusual or controversial situations.

The incumbent plans and carries out assignments to completion on a timely basis in accordance with DoD Component procedures, local instructions, and accepted practices.

The supervisor appraises performance by evaluation of mess or club operations through occasional review of records and reports, results of higher headquarters inspections, and complaints or other comments offered by patrons.

#### FACTOR 3 - GUIDELINES - LEVEL 3-3

275 Points

The incumbent is provided with DoD Component-wide mess or club regulations, standards, handbooks, schedules, and other procedures that generally are applicable to the work, but lack sufficient detail for specific decisions or actions.

The work requires judgment and initiative, interpretation and application of services programs, maintenance, funding, and other guides, and originality in adopting such guides for specific work situations or special projects within the framework of established objectives. The incumbent also must review and evaluate mess or club operational procedures, workflow, and methods as they affect the cost of maintenance and the adequacy and availability of mess or club facilities and recommend changes or adjustments conducive to increased efficiency and economy of operations.

#### FACTOR 4 - COMPLEXITY - LEVEL 4-4

225 Points

The work includes continuing assignments with direct responsibility for the operation of the mess or club social and recreational programs and efficient utilization of mess or club facilities. The incumbent must apply the full

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range of methods and processes related to planning, scheduling, and coordinating of mess or club management activities to the available resources.

Decisions regarding what needs to be done include the assessment of the size and mix of the patron community, cost targets, mess or club adequacy standards; and required changes, waivers, or exceptions to mess or club operational policies. Similarity, the incumbent must evaluate the effectiveness of contracted services and functions.

The work requires making decisions regarding the interpretation of data related to turnover rates, private sector wages, current and projected operating costs and funding limitation, and merchandise and equipment inventories. The work also requires technical studies of the needs and desires of the patron community and the development of plans and proposals to accomplish major mess or club activities.

#### FACTOR 5 - SCOPE AND EFFECT - LEVEL 5-3

150 Points

The purpose of the work is to plan and coordinate the operation of a variety of social and recreational programs and utilization of the facilities assigned, review and evaluate conventional problem areas, and implement corrective actions. The work affects the overall effectiveness and efficiency of the mess or club program operations consistent with specific installation or DoD Component program goals and the specific needs and desires of the patron community served.

#### FACTOR 6 - PERSONAL CONTACTS - LEVEL 6-3

60 Points

Personal contacts are with individuals and groups from inside and outside the DoD Component and local installation. The contacts include other installation mess or club management officials, patron community groups, public officials, vendor and contractor representatives, and private individuals. Most contacts are established when required to resolve problems and may be held inside or outside the area office.

#### FACTOR 7 - PURPOSE OF CONTACTS - LEVEL 7-3

120 Points

The purpose of contacts is to obtain compliance with DoD Component mess or club operational requirements and settle issues of conflict among the persons or groups contacted. This often requires efforts to influence or persuade local mess or club officials who are skeptical and patrons or their group leaders with special interest objectives.

#### FACTOR 8 - PHYSICAL DEMANDS - LEVEL 8-1

5 Points

The work principally is sedentary. No special physical demands are involved.

#### FACTOR 9 - WORK ENVIRONMENT -LEVEL 9-1

5 Points

The work involves normal risks or discomforts associated with an office environment. The work area usually is lighted, heated, and ventilated adequately.

TOTAL POINTS 2065

#### DOD NAF BENCHMARK DESCRIPTIONS

Series UA-1101 BMK# 1

Grade 11

#### MESS OR CLUB MANAGER, UA-11

This position is located in the mess or club office at a military installation. The incumbent is responsible for the management control of one or more installation messes or clubs and for the accomplishment of broad management functions associated with the administration of the mess or club social and recreational services or programs, and managing the operation and utilization of mess or club facilities and other assets. The incumbent also provides technical guidance to lower grade mess or club management personnel involved in performing routine segments of the assigned work.

#### DUTIES

#### The incumbent:

- Develops overall facility plans and procedures for mess or club administration, patron relations, employee relations, assignment procedures, program requirements, social and recreational service practices, maintenance conditions, and related mess or club activities.
- Develops procedures and instructions concerning mess or club social and recreational activities consistent with the desires and needs of the patron community.
- Evaluates management, operating costs and maintenance; prepares statistical data, develops information that includes current expenditures and estimates of future costs based on the specific social and recreational programs to be maintained, modified, added, or deleted; and develops rationale to support program modifications and related budget proposals.
- Makes studies and surveys of local and agency policies and regulations governing the patron community life, and recommends new policies, procedures, or amendments that will improve mess or club administrative policies.
- Monitors the mess or club office activities pertaining to the provided social and recreational programs, including special projects and modernization programs. Reviews mess or club activity reports and audit summaries prepared by lower level staff members and develops instructions, procedures, or guides related to improved management performance or correction of identified deficiencies.
- Coordinates the mess or club management program with local authorities and agency-level representatives to ensure adequate services and facilities are provided.
- Represents the installation at various conferences, civil hearings, or negotiations with federal, state, or municipal organizations concerning current and future mess or club programs, practices, and trends.

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#### FACTOR 1 - KNOWLEDGE REQUIRED BY THE POSITION - LEVEL 1-7

1250 Points

Comprehensive knowledge of federal and DoD Component mess or club policies, regulations, administrative practices, and procedures related to management planning, budgeting, scheduling, and coordinating the mess or club social and recreational programs and for the efficient operation and use of assigned facilities and equipment.

Knowledge of and skill in the application of a wide range of mess or club management principles, concepts, and methodology to a variety of complex assignments involving the full range of mess or club social and recreational activities, including operations and maintenance, financial management, assignment utilization, improvements, management-patron relations, and merchandise and equipment management.

#### FACTOR 2 - SUPERVISORY CONTROLS - LEVEL 2-4

4.4.200

450 Points

The supervisor sets the overall mess or club goals and objectives and, in consultation with the incumbent, establishes the scope and range of work programs to be performed.

The incumbent plans, schedules, and coordinates the work among lower grade mess or club management personnel; resolves most conflicts; interprets policy; and determines methods and practices required to complete and maintain social and recreational programs and activities.

Performance normally is evaluated by assessment of the overall results attained. Specific studies related to long range planning usually is reviewed technically by the supervisor.

#### FACTOR 3 - GUIDELINES - LEVEL 3-3

275 Points

The incumbent is provided with a variety of DoD Component-wide regulations and manuals applicable to maintaining a mess or club activity for eligible patrons and dependents, and other directives concerning the functions of mess or club service organizations. However, these guides frequently lack sufficient detail on which to base day-to-day management decisions.

The incumbent must select, interpret, and adopt the guidelines in the performance of studies, analyses, reviews, and evaluations. The incumbent must often make compromises and adaptations within the framework of established objectives and develop recommendations for changes, improvements, or more efficient operations.

#### FACTOR 4 - COMPLEXITY - LEVEL 4-4

225 Points

The work consists of continuing assignments involving a wide variety of different and unrelated methods and processes related to the direct onsite management of one or more installation facilities. Typically, the assignments concern the planning and actual operation of a wide variety of social and recreational programs and the maintenance, use, and occasionally the acquisition of additional or replacement of mess or club assets.

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Decisions regarding what needs to be done include the assessment of problems encountered that may pertain to any or all phases of program management such as significant changes in the needs and desires of the patron community served, and aggravated patron relations. Critical management problems can occur because of heavy influx of transferred personnel or a significant and sudden reduction in the number of eligible patrons in the installation serviced. Similarly, problems arise in the accomplishment of recurring maintenance work usually attributed to the age and condition of the facilities and equipment or the difficulty in maintaining a sel f-sustaining mess or club operation due to competition for business from outside commercial establishments. The incumbent must be alert for possible trouble areas to avoid discontent among patrons and installation military command officials and continually must evaluate mess or club functions or data to identify variations or conflicts.

The work requires making many decisions concerning such factors as maintaining optimum patron participation and income levels, and monitoring and controlling expenditures to ensure limits are observed. The work also requires the development of proposals and justification for additional funds or materials to facilitate corrective measures deemed appropriate.

#### FACTOR 5 - SCOPE AND EFFECT - LEVEL 5-3

150 Points

The work involves treating a variety of operational and administrative problems by planning, scheduling, and coordinating the operation of the mess or club social and recreational programs and effectively and efficiently using assigned facilities and equipment. It also involves resolving a variety of patron-related problems, formulating directives, and evaluating the adequacy of services provided.

#### FACTOR 6 - PERSONAL CONTACTS - LEVEL 6-3

60 Points

Personal contacts are with a variety of management officials and representatives from inside and outside the <code>DoD</code> Component and local installation. The contacts include other installation— and <code>agency-</code> level mess or club management officials, contractor and vendor representatives, and officials of civic, welfare, or recreational organizations. Such contacts usually are established on an "as needed" basis in a variety of locations.

#### FACTOR 7 - PURPOSE OF CONTACTS - LEVEL 7-3

120 Points

In addition to exchanging information and coordinating area office management functions concerning established social and recreational services, the incumbent frequently is required to influence or persuade higher level mess or club management officials to accept revised or modified schedules and plans or policy requirements that may form the basis of conflict. Assignments also require meeting with DoD Component or area office committees to review the feasibility of local proposals and justify decisions or actions related to such proposals or other areas of interest.

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FACTOR 8 - PHYSICAL DEMANDS - LEVEL 8-1

100

5 Points

The work usually is sedentary and involves sitting. comfortably to accomplish most tasks. However, there may be some walking, carrying light items, standing, or driving an automobile while visiting local facilities. No special physical demands are required.

FACTOR 9 - WORK ENVIRONMENT - LEVEL 9-1

5 Points

The work area usually is lighted, heated, and ventilated adequately. There may be occasional exposure to dusty or dirty conditions while conducting onsite visits to other local facilities.

TOTAL POINTS 2540

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#### DOD NAF BENCHMARK DESCRIPTIONS

Series UA-110I BMK #1

Grade 12

#### MESS OR CLUB MANAGER, UA-12

This position is located at a centralized mess or club office at a military installation. The incumbent is the senior mess or club manager and is responsible for developing management plans and directives concerning the planning, scheduling, and coordinating all major social and recreational activities, and the operation and utilization of mess or club assets and facilities associated with the installation. In addition, the manager directs the overall installation mess and club activities and serves as technical advisor to other installation personnel, DoD Component representatives, and lower grade mess or club management personnel on matters related to mess and club problems and procedures.

#### DUTIES

#### The incumbent:

- Performs or directs periodic or scheduled surveys, audits, reviews, and inspections to determine overall mess and club operational conditions and requirements.
- Evaluates overall mess and club management objectives, identifies most economical and efficient management practices and prepares directives, guides, and other procedural releases for application by lower grade mess and club management personnel in the administration, control, and implementation of current and additional social and recreational activities and services.
- Coordinates with other installation or DoD Component mess and club management officials in the development of management plans to ensure all administrative and technical areas are covered; to ensure areas of overlapping responsibilities such as financial management, procurement, maintenance, and type, frequency, and variety of social and recreational programs and other program elements are considered properly; and to ensure and that the overall mess and club program goals, objectives, and schedules are met.
- Develops guides, procedures, and instructions within the framework of agency policies, governing the management functions related to providing required social and recreational services, maintenance and repair of mess and club facilities or related equipment, cost reporting, and other major activities.
- Formulates current and long-range mess and club improvement plans within the framework of established DoD Component objectives, policies, and standards.
- Performs or directs the preparation of budget estimates and control of disbursement funds and maintenance of harmonious relationships among patrons, management personnel, and the surrounding community.

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#### FACTOR 1 - KNOWLEDGE REQUIRED BY THE POSITION - LEVEL 1-7

1250 Points

Comprehensive knowledge of federal and DoD Component mess or club policies, requirements, administrative practices, and procedures related to the planning, budgeting, scheduling, and coordinating of mess and club social and recreational programs and the efficient operation and utilization of facilities and equipment. Skill in negotiating major program issues and operational requirements with personnel inside and outside the DoD Component and local installation, community organizations, and patrons.

Knowledge and skill in directing the application of mess or club management principles, concepts, and methodology to a variety of conventional and unusually difficult and complex assignments involving the full range of mess or club social and recreational activities including operations and maintenance, financial management, assignment utilization, improvements, management-patron relations, and merchandise and equipment management.

#### FACTOR 2 - SUPERVISORY CONTROLS - LEVELS 2-4

450 Points

The supervisor establishes the overall objectives and identifies the resources available. The mess or club manager in consultation with the supervisor develops priorities, deadlines, and work programs to be performed.

The incumbent plans, schedules and coordinates the work among lower grade mess or club management personnel, resolves most conflicts through negotiation and coordinating the work with DoD Component and local installation officials and specialists, and independently accomplishes objectives within the framework of DoD Component policies.

The work also requires the incumbent to adapt standard practices to resolve unusual situations or to develop such guides for application by lower grade mess or club personnel.

The work usually is reviewed overall in terms of accomplishing established goals and objectives.

#### FACTOR 3 - GUIDELINES - LEVEL 3-4

450 Points

The incumbent usually is provided with general policy or program guides and legal interpretations or precedents related to the management of a **full** range of social and recreational programs and efficient maintenance and use of assigned facilities and equipment. Specific guides concerning the broad responsibilities for planning and coordinating management activities are not available.

The mess or club manager must use initiative and experienced judgment in the interpretation of broad DoD Component policy and the application of management principles and concepts to the efficient use of work forces, mess or club facilities, and other resources. The incumbent also must formulate management

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techniques or practices to accommodate unique or special problems related to such factors as unusually difficult local conditions or increased emphasis on selected mess or club programs or activities that require radical departure from established methods of operations. Similarly, the work requires the development of procedural guides to supplement higher DoD Component-level issuances-

#### FACTOR 4 - COMPLEXITY - LEVEL 4-5

325 Points

Assignments are diverse in nature and cover a number of mess or club programs or projects at one or more installation facilities for which a variety of different planning, budgeting, coordinating, negotiating, and advisory functions are required to ensure the efficient and economical development, operation, and management of social and recreational services and local mess or club resources..

The work also requires the selection and use of many different and unrelated techniques and methods to cover substantive social and recreational programs with widely varying needs, goals, objectives, and timetables..

#### FACTOR 5 - SCOPE AND EFFECT - LEVEL 5-4

22.5 Points

The work involves the development of management plans and criteria related to the application of DoD Component mess or club policy to include serving in an advisory capacity for all matters related to the management and operation of a full range of social and recreational programs and resources, and independently resolving a variety of unique or unconventional problems and difficulties.,

#### FACTOR 6 - PERSONAL CONTACTS - LEVEL 6-3

60 Points

Personal contacts include lower grade mess or club personnel, other DoD officials, patrons, community groups or officials, security police, vendor and contractor personnel, and others. The contacts are not established: on a routine basis.

#### FACTOR 7 - PURPOSE OF CONTACTS - LEVEL 7-3

120 Points

The purpose of contacts usually is related to gaining acceptance of social and recreational programs by local command and patron community, influencing co-operative attitudes and compliance with mess or club policies or directives; and mediating or negotiating conflicts among employees and labor representatives, security personnel, mess or club management personnel, and others. The incumbent frequently must develop rationale and justify proposed mess or club expenditures to DoD Component officials authorized to grant approvals.

#### FACTOR 8 - PHYSICAL DEMANDS - LEVEL 8-1

5 Points

The work principally is sedentary. However, there may be some walking., carrying: light items, standing, or driving an automobile while visiting local. facilities. No special physical' demands are required.

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FACTOR 9 - WORK ENVIRONMENT - LEVEL 9-1

1...

5 Points

The work area usually is lighted, heated, and ventilated adequately. There may be occasional exposure to dusty or dirty conditions while conducting onsite visits to other local facilities.

TOTAL POINTS 2890

#### F. NONAPPROPRIATED FUND/APPROPRIATED FUND GRADE LINKAGE CHART

This chart is for information and reference purposes and is not to be used for direct classification.

DOD NAF
JOB-GRADING STANDARDS

AS/PS-1

OFFICE OF PERSONNEL MANAGEMENT POSITION CLASSIFICATION STANDARDS

GS-1

## SINGLE GRADE INTERVAL SERIES

UA-6 AND ABOVE

# Direct Application of OPM/DoD NAF-UA Position Classification Standards AS/PS-7 AS/PS-6 AS/PS-5 AS/PS-4 GS-3 AS/PS-3 AS/PS-2